

**Chief Constables' Council Minutes**  
Wednesday 24 – Thursday 25 January  
2018

**Security classification:** Official  
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**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created:** 1 February 2018

**Attendees**

CC Sara Thornton	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Jon Boutcher	Bedfordshire
CC Alec Wood	Cambridgeshire
A/CC Janette McCormick	Cheshire
Commissioner Ian Dyson	City of London
T/CC Simon Nickless	Cleveland
CC Jeremy Graham	Cumbria
DCC Gary Knighton	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC Debbie Simpson	Dorset
CC Mike Barton	Durham
CC Mark Collins	Dyfed-Powys
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Julian Williams	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Cressida Dick	Merseyside
AC Mark Rowley	Metropolitan Police Service
AC Patricia Gallan	Metropolitan Police Service
D/Cmsr Sir Craig Mackey	Metropolitan Police Service



AC Martin Hewitt	Metropolitan Police Service
CC Mark Polin	North Wales
CC Simon Edens	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
CC David Jones	North Yorkshire
CC Matt Jukes	South Wales
CC Stephen Watson	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Gareth Wilson	Suffolk
CC Nicholas Ephgrave	Surrey
CC Giles York	Sussex
CC Francis Habgood	Thames Valley
CC Martin Jelley	Warwickshire
CC Anthony Bangham	West Mercia
CC David Thompson	West Midlands
CC Dee Collins	West Yorkshire
CC Mike Veale	Wiltshire
CC Paul Crowther	BTP
DG Lynne Owens (Day 2)	National Crime Agency
DDG Matthew Horne (Day 1)	National Crime Agency
CC Mike Griffiths	Civil Nuclear Constabulary
DCC Ian Livingstone	Police Scotland
ACC Mark Hamilton	Police Service for Northern Ireland
CEO Michael Cunningham	College of Policing
A/CC Andy Adams	MoD
Provost Marshall David Neal	Royal Military Police
DCC Richard Morris	Metropolitan Police Service
ACC Chris Shead	NPoCC

**In attendance for specific items**

DCC Gavin Stephens (Day 2)	Surrey
ACC David Hardcastle	Hampshire
Rachel Tuffin	College of Policing
Andy Ward	UCPI
DAC Richard Martin	Metropolitan Police Service
Hugh Ind	Director General of Immigration Enforcement, Home Office
Alison Saunders	Director of Public Prosecutions - CPS
DCC Simon Chesterman	Civil Nuclear Constabulary

DCC Louisa Rolfe  
Sir Philip Rutnam  
Chris Greenwood  
Ian Murray  
Ian Bell

West Midlands Police  
Permanent Secretary, Home Office  
Chair of the Crime Reporters Association  
Executive Director Society of Editors  
CEO, Police ICT Company

**Demonstrators for specific item (Item 10 – Use of Police Technology)**

David Gray	Norfolk Constabulary (CAID)
David Shaw	Home Office (HOB)
Ian Betts	Home Office (HOB)
Michael Loebenberg	Thames Valley Police (DPP)
Tim Rowlandson	Hampshire Constabulary (DPP)
David Bailey	Sussex Police (DPP)
Alex Cummins	Home Office (NAS)
Robert Thurmott	Home Office (NAS)

**In attendance**

Oliver Cattermole	College of Policing
Jacky Courtney	Association of Police and Crime Commissioners
Stephen McPherson (Day 1)	Home Office
David Lamberti (Day 2)	CPRG Policing and Fire Director, Home Office
Asha Odedra	Crown Prosecution Service
C/Supt Mark Nottage	City of London Police
Supt. Richard Cooper	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Nicola Growcott	NPCC Communications Manager
Richard Hampson	NPCC Business Officer
Nicole Higgins	NPCC Strategic and Risk Planning Manager
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Robert Hardware	NPCC Public Affairs Officer
Helen Lewis	NPCC/Surrey Police
Stephanie Dawkins	NPCC Communications Officer

**In attendance for Policing and Media Relations**

Ruth Shulver	APCoMM
Martin Beckford	Mail on Sunday
Martin Brunt	Sky
Rebecca Camber	Daily Mail

Justin Davenport	Evening Standard
Vikram Dodd	Guardian
Julian Druker	5 News
Martin Evans	Daily Telegraph
James Fielding	Sunday Express
Fiona Hamilton	The Times
Simon Israel	Channel 4
Rohit Kachroo	ITV
Jerry Lawton	Star
Tom Pettifor	Mirror
Daniel Sandford	BBC
Mike Sullivan	The Sun
Chris Summers	Freelance/MailOnline
Tom Twomey	Daily Express
Ian Weinfass	Police Oracle

14:00-19:00, 24 January 2018

## **OPEN SESSION**

### **1. ATTENDANCE AND APOLOGIES**

The Chair welcomed those present and the following tendered their apologies for 24 and/or 25 January 2018 session of Council:

- Peter Goodman – Derbyshire Constabulary
- Stephen Kavanagh – Essex Police
- Rob Beckley – Metropolitan Police
- Simon Bailey – Norfolk Constabulary
- George Hamilton – Police Service for Northern Ireland
- Gp Capt Steven Horne – Royal Airforce Police Force

The Chair welcomed all new visitors and speakers to Council:

- Sir Philip Rutnam, Permanent Secretary (Home Office)
- Hugh Ind, Director General of Immigration Enforcement (Home Office)
- Alison Saunders, Director of Public Prosecutions (CPS)
- DAC Richard Martin, Met Police (Item 4.4)
- DCC Louisa Rolfe, West Midlands Police (Item 7)
- Andy Ward (UCPI – Item 11)
- DCC Gavin Stephens, Surrey Police (Item 14)
- DCC David Hardcastle, Hampshire Police (Item 14)
- Ian Bell CEO, Police ICT Company (Item 8)

A copy of the Queen's Birthday Honours list was circulated and the Chair expressed congratulations to all who received the Queen's Police Medal (QPM) or Knighthood for distinguished service:

- Deputy Commissioner Craig Mackey – Metropolitan Police awarded Knighthood.
- Chief Constable Jeremy Graham – Cumbria Constabulary awarded QPM.
- Chief Constable Charlie Hall – Hertfordshire Constabulary awarded QPM.
- Chief Constable Andy Marsh – Avon and Somerset Constabulary awarded QPM.
- Chief Constable Matt Jukes – South Wales Police awarded QPM.

The Chair congratulated the following on their new positions:

- Mike Cunningham – CEO College of Policing.
- Rod Hansen – Chief Constable, Gloucestershire Constabulary.
- Matt Jukes – Chief Constable, South Wales Police

The Chair expressed thanks to Mark Rowley on behalf of Chiefs' Council as he will be retiring from policing in March. She said he has played a pivotal role as the national lead for CT policing in what has been an incredibly challenging period. All Chiefs were immensely grateful for all his hard work and she thanked him for his leadership and professionalism he has given policing throughout his career.

Mr Stewart Leach was awarded a commendation for his dedication in promoting, and being responsible for, the effective and successful conduct of the Civilian Services Contingent since 2004.

## **2. MINUTES**

The minutes of the previous meeting held on 18-19 October 2017 were agreed as accurate.

## **3. MATTERS ARISING**

**Action item** number 4.3.7 (18 October 17): Simon Bailey prior to the January 2018 Council meeting confirmed that the regional concerns have been addressed outside of this meeting. He will now seek to contact Chiefs via ChiefsNet to follow up on this separately and to collect force SPOC details for national coordination of the revised child multiagency safeguarding requirements.

**Action item** number 4.3.8 (18 October 17): The Chair confirmed a paper would be brought back to the April Council meeting on the proposal to change the guidance on appropriate or necessary in relation to crime recording. The paper would consider the broader issues of crime recording resulting from CDI inspections and its benefits as a substantive agenda item.

**Action item** number 11 (19 October 17): The NPCC basic requirements document for coordination committees is in the process of being reviewed. All staff officers for the committees have been consulted and advised at the last joint coordination committee meeting on 9 January. Going forward the financial and resource impact must form part of the basic requirements document and this will be discussed further at a workshop being planned with the staff officers to discuss the requirements and risk management.

## 4. STANDING ITEMS

### 4.1 Chair's Update

The Annual Report from the NPCC Audit and Assurance Board (AAB) 2016/17 was noted by Chiefs and will be published on the NPCC website. The Chair also asked Chiefs to note the quarter 3 delivery plan and asked for feedback in particular from the coordination committee Chairs. This was noted by Chiefs.

The Chair highlighted work on the standards of behaviour led by Martin Jelly. Martin Jelly explained following on from work highlighting the abuse of position for a sexual purpose Julian Williams will be working jointly with the College of Policing (CoP) on providing an overview on professional conduct between colleagues in forces.

A short draft guidance document on standards of behaviour for internal relationships will be circulated on ChiefsNet and Martin Jelly asked Chiefs to feedback on this document. The final version will be presented to Chiefs at the next Chiefs' Council meeting.

**Action:** Draft guidance on standards of behaviour for internal relationships to be circulated on ChiefsNet for Chiefs to respond.

**Action:** A paper with the final version of the guidance standards of behaviour for internal relationships to be submitted to the April Council meeting.

The Chair explained that there are plans to enable MPs to spend a day with their police force over the summer recess.

Once the final date and plans have been confirmed it will be announced on ChiefsNet.

**Action:** NPCC Comms Team to develop and coordinate with forces.

The Chair highlighted to Chiefs that there are two NPCC IMORCC vacancies and emphasised the importance of these positions. She asked Chiefs to promote these roles to chief officers who may be suited to these positions. These roles are being advertised on ChiefsNet.

The IMORCC portfolios vacancies are:

- Data Protection, Freedom of Information and Disclosure
- Records Management and Data Quality

The Chair confirmed work has progressed with the Learning Leaders programme. This will be brought back to Chiefs' Council in April to provide a further update on developing a learning culture within forces (this work is being developed in conjunction with CoP).

The Chair explained that the NPCC had done analysis of the reasons behind Chiefs departing in recent years and work is ongoing to share the findings with HMICFRS and PCCs and include their perspective.

**Action:** To publish the data analysis on Chiefs departing in recent years ChiefsNet to all Chiefs.

An update will also be provided on the joint work between the NPCC and College on the Bishop James Jones' recommendations from his review of the experiences of Hillsborough families.

## **4.2 Delivery Plan Q3 Update**

The Chair introduced the paper containing a comprehensive update on progress towards the 2017/18 NPCC Delivery Plan. Chief constables noted the update.

## **4.3 Regional papers**

The Chair guided colleagues through the feedback from the review of regional papers.

### **4.3.1 Investigative Resilience Programme**

The paper was supported and regional feedback was received on recommendation 6.3. This will be discussed as part of item 16 on the agenda.

### **4.3.2 High Speed (HS2) National Police Coordination**

The update was noted and supported by all regions.

### **4.3.3 National Intelligence Strategy 2017-2025**

The paper was agreed for the strategy to be implemented.

**Action:** The NPCC lead for the Intelligence Portfolio will respond to the North West and London regions to clarify cost and accreditation prior to committing to ongoing funding.

### **4.3.4 Volunteer Police Cadets**

Chiefs were supportive of the programme and what it had achieved. The programme will engage with forces individually to take this forward.

Chiefs approved the level of funding contribution outlined in section 2.4 of the paper.

#### **4.3.5 NABIS 2021 Blueprint Project**

Council acknowledged the need for some form of investment in expanding the use of NABIS (excluding London and Police Scotland who have their own arrangements) to allow an increase in ballistic intelligence gathering. It is anticipated that the service model options would deliver efficiencies to forces by removing duplication of services.

Chiefs recognised the need for a more joined-up approach, especially in helping forces achieve firearms classification accreditation and supported the direction of travel. However more debate is required on possible funding models and on compliance issues.

Chiefs requested a further paper be submitted to the April Council meeting outlining the size of investment required for the next financial year.

**Action:** AndyCooke to work with NABIS on producing a substantive paper for an agenda item at the April Council meeting.

#### **4.3.6 FCC 2018/19 Annual Charging Amendments**

The paper was agreed and supported by the regions for implementation.

#### **4.3.7 Mutual Aid for Police Communicators**

The update was noted and supported by all regions.

#### **4.3.8 Pre-Charge Bail Update**

The paper was noted however Chiefs discussed the challenges of pre-charge bail specifically recommendation 4 (timeliness of Investigations). Nick Ephgrave confirmed he and Darren Martland have commissioned work to look at the impact of pre-charge bail on vulnerable victims.

A further update would be brought back to the April Council meeting on the work regarding vulnerable victims.

**Action:** A paper will be submitted to the April Council meeting.

#### **4.3.9 Implementing the 2016 Investigatory Powers Act Update**

The paper was agreed and supported by the regions.

#### **4.3.10 Protocol to Reduce the Unnecessary Criminalisation of Children in Care**

The paper was agreed and supported by the regions.

#### **4.3.11 Engagement Project between Young People and the Police**

The paper was agreed and supported by the regions.

#### **4.3.12 National Pilot Programme Update**

The update was noted and supported by all regions.

#### **4.3.13 The Future of Lost Property Recording**

The paper was agreed and supported by the regions.

#### **4.3.14 999 Delays over 2 Minutes**

The paper was supported and noted. Simon Cole has written to the South East region on their concerns regarding outdated practices and cost implications in relation of point 3 and confirmed these have been resolved out of the meeting. He will continue to address any concerns Chiefs have on this work through the working group.

#### **4.3.15 Social Media and Digital Engagement**

The update was noted and supported by all regions.

#### **4.3.16 Aviation – Proposal for Delivery on HMI Recommendations**

The update was noted and recommendations on approach supported by all regions.

Further updates would be brought back to future Council meetings.

#### **4.3.17 National Coordination of Fraud Investigations**

The paper was agreed and supported by the regions.

#### **4.3.18 CED Training and Operational Carriage for Probationary Constables**

The majority of the regions supported this paper but requested a further review of special constable using enhanced CED capability.

This application was supported by all Chief Constables providing a comprehensive application and monitoring process is adhered to.

**Action:** DAC Lucy D’Orsi to review the position regarding special constables and develop the application and monitoring process with the College of Policing.

#### **4.3.19 Armed Policing CTSFO Enhanced Capability**

The paper was supported by the regions.

**Action:** Simon Chesterman would liaise with the North East and Eastern regions on their feedback.

#### **4.3.20 Management of Police Information Project Update**

The update was noted and supported by all regions.

Ian Dyson confirmed IMORCC were currently reviewing current Authorised Professional Practice (APP) and are developing a new strategy for MoPI for the General Data Protection Regulation (GDPR) coming into force. MOPI remains a live issue that needs active consideration and oversight.

#### **4.3.21 Reviewing Police National Computer (PNC) Retention Policy**

The update was noted and supported by all regions.

#### **4.3.22 ESMCP Update (closed)**

#### **4.3.23 Identity and Access Management Progress Update**

The update was noted and supported by all regions.

#### **4.3.24 Update on Key Changes to Complaints and Misconduct Procedure**

The update was noted and supported by all regions.

#### **4.4.25 Police/Fire Collaboration Update**

The update was noted by all regions.

#### **4.4.26 Developing Requirements for Secret Level Networking**

The update was noted and supported by all regions.

Mike Barton confirmed this work would be incorporated into the overall NPCC Crime Operations Coordination Committee (NCOCC) business plan going forward.

**Action:** Mike Barton to write to the North West providing more clarity around cost prior to committing to ongoing funding.

#### **4.3.27 Transforming Forensics Programme – Business Case Update**

The Police Reform and Transformation Board (PRTB) will meet on the 29 January and it is hoped the board will recommend continued funding for the programme in a phased and conditional approach.

Debbie Simpson thanked Chiefs for their feedback and said that the discussions would help shape the business case.

The draft version of the business case will be made available to Chiefs via ChiefsNet on the 2 February and there will be further consultation with force forensic leads to discuss the business case before the end of March. Alongside the business case, the outline cases for the four enabling projects will be released.

She welcomes the views of Chiefs and will report back at a future Council meeting.

#### **4.4 Brexit Update**

Richard Martin gave an update on progress and made the following points.

Chiefs were informed that a monthly meeting had been established with key stakeholders such as CPS and representatives from the civil service. Funding has also been secured from ACRO for the project team and an additional bid has been submitted for Home Office funding to support

the development of infrastructure to assist UK police forces in the Brexit delivery and planning costs.

The Department for Exiting the European Union is keen to have more policing engagement. He has recently written to Chiefs to request feedback and establish a single point of contact from forces so they can capture all interdependencies that could affect policing.

The Chair emphasised the importance of carrying out this work jointly with the NCA, the MPS and the Home Office. Also the Chair informed Chiefs that Rob Price has been appointed as the Chief Executive Officer of ACRO and he will work in this position for 3 days a week and the remaining time he will work with Richard Martin on Brexit preparation for policing.

## **5 SIR PHILIP RUTNAM, PERMANENT SECRETARY, HOME OFFICE**

The Chair welcomed the new Permanent Secretary for the Home Office, Sir Philip Rutnam. The Permanent Secretary thanked the Chair for providing him with the opportunity to speak to Chiefs.

Sir Philip explained that the Home Office has a critical role to play in the effective work of policing and the criminal justice system. He emphasised the need to work collaboratively and outlined the main issues as follows:

- The changing nature of demand including increased complexity and globalisation. This necessitates forward-planning, looking ten years ahead.
- The fiscal context is likely to remain challenging.
- Technology is altering the types of harm that we will be dealing with but it also presents opportunities.
- Expectation and scrutiny of policing is increasing and are likely to continue to increase.
- Policing must attract a diverse and talented workforce and must continue to focus on this.

It is these issues that will shape our working environment and we should be active, engaged and collaborative in addressing them. The service prepare carefully and proactively for future spending reviews. Critical factors in the preparation should be consideration of efficiency and productivity; the nature and effect of demand; long-term planning for the investment in change; and the attraction of a workforce with the requisite skills.

The Permanent Secretary noted questions on the ESMCP project and is confident that it is the right strategic direction. He suggested that consideration needs to be given to the criteria that should be in place prior to being able to safely switch off the existing technology.

## 6 MAKING DISCLOSURE WORK

Nick Ephgrave explained that last summer there were two published reports identifying the police service was not performing well in terms of disclosure. Of particular note, the HMIC report identified current police training does not adequately equip officers to properly understand the disclosure process.

As a result of these findings a working group was formed in July 2017 and the combined 26 recommendations were reviewed by the group. In November, however, a series of high profile RASSO cases were discontinued or dropped due to failures in the disclosure process. These failings raised the issue to a critical level and both the NPCC and the CPS concluded that a national action plan was required and that this should be jointly owned by the police, the CPS and the College of Policing. In addition, there has been a request from the Attorney General's office for a written response outlining the national plan to reassure the public.

The Director of Public Prosecutions reiterated disclosure considerations are a vital part of the investigation and investigating officers have a duty to look at all reasonable lines of enquiry. Officers need to consider the offence type and identify all relevant evidence. Additionally, senior managers should provide strong leadership and focus around this. She explained that she had hosted a seminar with a range of practitioners who agreed the need to have disclosure management guidance and strategy document.

The outline for the improvement plan will drive changes focusing on

- Capacity
- Capability
- Leadership
- Governance
- Partnership

Chiefs supported the core tenet of the improvement plan and committed to delivering it at pace. Nick Ephgrave asked Chiefs to nominate both a 'Disclosure Champion at NPCC rank and a tactical lead and to start to build a cadre of specialist advisers and training experts for each force. Additionally, there will be training and cost implications which will be worked through with the College of Policing.

Chiefs discussed the following:

- Capacity including technological and artificial intelligence solutions.
- Expanding crime types
- Understanding the capacity/complexity implications for digital evidence.

## **7 REDUCING NUMBERS OF DOMESTIC ABUSE CASE REFERRALS**

Alison Saunders explained there is a better understanding of the reasons behind low reporting of domestic abuse (DA) incidents across the UK. As a result there have been a number of changes and this has led to improvements in forces investigating and prosecutions of DA. However over the last two years there has been a reduction in the cases coming to consideration for prosecutions.

Alison Saunders explained she has been working with Louisa Rolfe, the NPCC lead for DA, to understand why referrals are lowering despite recording incidents increasing. They have jointly been reviewing cases with local domestic abuse leads to gain a better understanding of the reasons behind this.

Louisa Rolfe added over the last ten years there has been a significant increase in both convictions and recording of DA cases. Approximately a third of those arrested translate to prosecution. However, the recent fall in referrals is not consistent across forces. It should be noted that different structured datasets from forces and the different demands placed on forces may be influencing these variations. Therefore work is being undertaken with the College of Policing and the Home Office to understand these complexities.

Training has been rolled out on how to manage reluctant or hostile victims and this has been uploaded on ChiefsNet. Louisa Rolfe asked Chiefs to look at their local referral figures and to provide feedback.

## **8 NATIONAL ENABLING PROGRAMMES**

Ian Dyson presented on the National Enabling Programmes (NEP) and gave an overview of the key areas required to implement a secure platform across UK police forces. This will enable new ways of working, whilst maintaining the autonomy for local decision-making and control of digital assets.

He provided key highlights from the ICT summit which took place on the 17 and 18 January. Key speakers included Jason Corbishley, Hacer Evans and Giles York and they spoke to a wide stakeholder audience explaining the transformational benefits that the NEP will bring to policing.

Following from Home Office approval of the outline business case in August 2017 a benefits management work stream was established. The team has developed a national framework and

approach to benefits management including support to forces in helping to baseline, track and realise the benefits from the NEP technologies. At the beginning of January 2018, the team has refreshed the Identity Access Management (IAM/PS) and business cases to take account of key changes in approach, deployment and funding availability. These have been submitted to LETU for consideration at their next board meeting and final business cases will be submitted later this year.

The programme team continues to work with Microsoft to improve the offering to forces. Ian Dyson explained since the inception of NEP, the programme team has been working with policing IT and Information Assurance (IA) to generate policy preparedness and new technology solutions to hopefully understand and mitigate risk impact.

Ian Dyson stressed the importance of empowering officers and staff to take advantage of cloud-connected mobility and productivity tools which will allow for collaboration at a national level and enable wider business change for forces. It was confirmed that Microsoft will no longer release new products for local (non-Cloud) deployment after 2021.

Chiefs discussed the direct immediate benefits being delivered by NEP including the projected savings over the next three years, reduction in individual force expenditure and improved information security.

Looking forward Ian Dyson mentioned the NEP is planning their own events, with roadshows for forces with opportunities to attend seminars and themed webinars. All Chiefs congratulated Ian Bell on his appointment as CEO of the Police ICT Company.

## **9 POLICING AND MEDIA RELATIONS**

The Chair welcomed members of the Crime Reporters' Association for a session on media relation. She said that the public benefits from open and transparent professional relationships between officers and staff and the media at all levels. Additionally, the Chair said it is important that Chiefs ensure their officers and staff understand the College of Policing's Media Relations Authorised Professional Practice which supports them in that engagement.

The Chair introduced Gareth Morgan, the NPCC lead for communications and media issues. He said the relationship between police and media is positive with regular, professional engagement but changing media and communications landscape and resource constraints for both police and media presented challenges for both. He explained joint work with media to address shared issues as set out in the supporting paper.

There was a discussion on the following points:

- Different perspectives on use of social media to engage with the public and highlight issues, and how that activity is reported by different outlets.
- Media representatives were lobbying for social media platforms to be formally considered as publishers meaning they would have to conform to national publishing standards.
- How the media and communications departments respond to requests request from press.
- If there is an increasing reliance of the media on FOI requests.
- Social media trolling towards police and the ethical position on media reporting on this.

**Day 1 End**

**Day 2: 09:00-17:00**

**25 January 2018**

**10 USE OF POLICE TECHNOLOGY – INTERACTIVE SESSION**

An awareness session on national projects was held for all Chiefs covering:

- Digital Public Contact (DPP)
- Child Abuse Images Database (CAID)
- Home Office Biometrics (HOB)
- National ANPR Service (NAS)

The session focused on some of the service key relationships and the technology and infrastructure that support policing.

**11 UNDERCOVER POLICING INQUIRY (UCPI) UPDATE**

Andy Cooke updated Chiefs on the progress of the UCPI and made the following points:

- NPCC Undercover Public Inquiry Gold Coordination Group Chaired by Sara Thornton continues to meet on a regular basis.
- The new UCPI Chairman, Sir John Mitting, Chaired his first public hearings in November which primarily concerned submissions regarding the Rehabilitation of Offenders Act.
- The Chairman recognised that the on-going restriction order process, either for anonymity or in relation to huge volume of documents, was a large and time-consuming task.
- The latest update from the UCPI in October indicated that a revised timetable would be available on completion of their strategic review

- The most significant issue the coordination team is managing at present continues to be the anonymity applications and associated risk assessments .
- Following a number of meetings with the UCPI, their priorities have been set out with new deadlines in relation to supporting risk assessments.

Chiefs supported the work and noted the paper.

Additional item – **Serious and Organised Crime (SOC) Police Transformation Fund proposal**

Andy Cooke introduced the overview of SOC PTF proposal and said that he wanted to ensure that Home Office, NCA and NPCC are in full agreement regarding what the priorities should be around SOC. He explained that three NPCC proposals (Child Sexual Exploitation and Abuse, Cyber and Economic Crime) are all substantial bids.

Andy Cooke summarised the National Securities Council priorities and introduced Lynne Owens, the Director General of the NCA.

Lynne Owens outlined how the priorities were aligned to the SOC strategy review set out next steps. She asked Chiefs to note the proposed capabilities with the respective investments and to continue their support for SOC funding.

**12 OPERATION ELTER RESOURCING (closed)**  
**13 IMMIGRATION CRIME**

The Chair welcomed Hugh Ind, Director General, Immigration Enforcement to Council. He introduced his presentation by emphasising the need for close working between the police and Immigration Enforcement across the whole spectrum of police work from anti-social behavior to serious and organised crime.

The presentation gave an overview of Immigration Enforcement’s work and the scale and range of their operations and partnerships. The relevance of Immigration Enforcement to policing was highlighted. Their vision is to reduce the size of the illegal population and the threat and harm it causes. The work on safeguarding vulnerable migrants and modern slavery was highlighted, as well as successes in the key mission of deporting illegal immigrants and offenders in a way that is respectful of human rights.

The Chair thanked Hugh Ind for his interesting and informative presentation and for highlighting the relevance, links and crossovers with UK policing.

## 14 POTENTIAL FUTURE STRUCTURE FOR LOCAL POLICING COORDINATION COMMITTEE

Simon Cole introduced the item, which would contain four updates. He asked Chiefs to note the considerable work that had been done in these areas.

### **Reviewing the Local Policing Coordination Committee**

Simon Cole presented the current structure of the Local Policing Coordination Committee and highlighted two areas, the Response Policing portfolio led by David Hardcastle, and the Children and Young Persons portfolio led by Olivia Pinkney.

Simon Nickless, lead for the Troubled Families portfolio, described the current landscape in the area of prevention, including areas such as crime prevention, children and young people, citizens in policing etc. The area of prevention is well articulated in the Policing Vision 2025 and there is a need for coherence around this within the service. The paper proposed three options including pulling a number of portfolios together under a single 'prevention portfolio', a 'strategic prevention approach' across portfolios or to maintain the current approach.

Chiefs acknowledged the importance of going beyond situational problem-solving to include early intervention. The College would also have a role to play. The readiness of the service to look at prevention across portfolios was discussed and examples from the crime, finance and workforce coordination committees were cited as areas where this was working well. There was already support from the leads to work together and recognition that there should be input from the Vulnerable People portfolio (VPP).

Chiefs were asked to consider the three options and agreed the preferred approach would be option 2 – a strategic approach applied across portfolios – and that this would be developed further for consideration at a future meeting. It was also agreed that Simon Bailey should be consulted in his role as lead of VPP.

**Action:** Simon Cole to work with Simon Bailey to include vulnerability in the approach to prevention.

### **Modernising Local Policing – Guidelines (HMIC Update)**

Gavin Stephens introduced the Modernising Neighbourhood Policing Guidelines, he reminded Chiefs that the consultation would be open for a further week and encouraged further response from forces. He also asked for volunteer forces to test the guidelines and fill in some of the evidence gaps that still exist. A new definition of neighbourhood policing has also been proposed.

Chiefs were reminded that the guidelines were initially a recommendation from the PEEL 2016 effectiveness inspection report but that they also have to support delivery of the Policing Vision 2025 and offer real benefits to communities. The work is the product of a College Guidelines Committee Chaired by Gavin Stephens. The College's rapid evidence assessment and the 207 responses to the call for practice from forces have contributed to the guidelines. The guidelines outline practice that can improve outcomes and that can offer high return on investment. What they do not yet address is how neighbourhood policing contributes to other areas such as CT, SOC, online crime etc. In addition the financial benefits of the guidance have yet to be addressed.

College testing found forces broadly supported the definition and guidelines but felt more work was required on the practice advice to accompany it. The next phase is to evaluate the practice advice and produce meaningful cost/benefit analysis for forces. A PTF bid will be considered for this work.

Chiefs were supportive of the work and the approach to implementation via multi-force pilots. They were keen that the work had to be made relevant to frontline policing. Mike Cunningham suggested that further engagement be undertaken with HMICFRS at the HMI level to align expectations around a more structured approach to local policing.

**Action:** Mike Cunningham to facilitate further HMICFRS engagement on Neighbourhood Policing Guidance.

Neighbourhood Policing and Counter Terrorism – this item will be dealt with in Item 15 - Counter Terrorism.

### **Response Policing Update**

David Hardcastle offered an update on the work of the Response Policing portfolio. This is the largest single group of officers in policing and the role has changed considerably in recent years. The portfolio was set up to provide representation for this group and take response policing forward. A practitioner group has been established to ensure response officers have a voice. They will work with the portfolio on the four work streams:

- Operational Influence - to work with other leads on policy and practice for response since it cuts across so many areas.
- Professional Development - there is currently no role profile for a response officer. Officers need to know what is required of them and have standards applied to the role.
- Recognition - there is evidence that response officers feel less valued and that new recruits do not aspire to the role. Work is required to make the role a valued one and to provide formal recognition of the work they do.

- Wellbeing - the impact of shift work and the longer term impact of the role on resilience are being considered.

Chiefs were broadly supportive of the work as outlined. There was some thought given to the term 'Response Officer' and whether that in itself underplays the vital role performed. There is a need to develop a common language for this across policing and to ensure professional development for these officers was not behind that of other specialisms.

Chiefs discussed the recommendation 4.2 that response officers should, as a minimum, be response qualified in order that they can fulfil their core role of responding to emergencies.

This was not supported at this time as Chiefs required further detail on the gap between officers qualified to drive at the basic level (i.e not to exceed the speed limited) and at the response qualified level

## **15 COUNTER TERRORISM UPDATE (closed)**

## **16 NATIONAL RE-MOBILISATION OF INVESTIGATORS**

Matt Jukes gave an indication of the scale of the shortfall in detective capability. HMICFRS estimate that 22% of posts are either vacant or occupied by individuals without requisite qualifications, and 1,400 staff are working on non-recent inquiries.

There are a number of good initiatives in place across forces and these have been pulled together, with the College, into a toolkit of options around attraction, recruitment, retention and wellbeing of investigators. This will be showcased at a national conference in February. There is no single easy solution and that Matt Jukes is working across the service to address issues of:

- Pay and conditions
- Wellbeing – addressing issues of scrutiny and blame
- College of Policing on qualifications/PIP
- Evaluation of alternative entry routes (what works) including direct entry Detective Constable, early streaming to DC and police staff investigators and working with the NCA and CT networks.

The work to date will not deliver 'surge capability' in response to major incidents. Feedback was requested from Chiefs on the proposal to remobilise recently retired detectives. Current methods through agencies at force level are costly and inconsistent. Work is ongoing with HMRC in considering the tax implications of remobilising those retired.

Chiefs supported the work to date.

## 17 COLLEGE OF POLICING OVERVIEW AND PRIORITIES

The Chair welcomed Mike Cunningham to Council in his role as CEO of the College of Policing. He presented his early thoughts two weeks in post. He had observed a coherence across policing that was absent three years ago and this was a positive change. He thanked Rachel Tuffin for her work in the interim CEO position and for the good work of the College to date which he hopes to build on.

He offered Council his perspective on reform from his experience as HMI. He could see the prism of police reform had shifted from the early large constructs and interventions (such as the introduction of PCCs, NPCC, College of Policing and the introduction of and the Code of Ethics etc.) and noted that the scale and pace of change has been driven by austerity and the changing nature of demand. He has observed a varying appetite for change across forces and commented that the service cannot move at the pace of the slowest, nor can it afford to wait for complete consensus. The challenge now is how to move forward together and to take the natural opportunities as they arise.

The emerging challenge is around capability - workforce reform has focused on capacity and needs to address what we are expecting of the workforce now and what we capability we need to build for the next 5/10 years. He identified his early thoughts on areas of priority:

- Leadership and skilling of staff.
- Understanding productivity – work on wellbeing is already underway and will gain momentum.
- Performance Management – not a slavish approach to PDR, but staff should understand what is expected of them and whether they are doing a good job, and the College will look at how to optimise performance.
- Digital – how technology can assist the service in terms of productivity.

Coherence and clarity across the service are key and as the priorities of the College are developed, they need to be aligned to priorities of the NPCC and the Home Office.

A key challenge of the College is how it engages with the service. Chiefs were asked to support the College and be advocates of it. A parallel challenge for the College is to be more confident in its own identity and its clarity of purpose. The College is a multi-faceted organisation and without clarity of purpose there is a risk that it will become a repository for too many things. The College should be responsive to the pace and scale of change and work with the service to support it. Chiefs provided comment and raised the following points. Chiefs were grateful for the early thoughts and were supportive of the general priorities:

- The perception of a lack of independence while funded by the Home Office.
- The focus so far has been on leadership in senior ranks and professionalising the service. The focus should also be at the existing junior officer level and getting the right products to the front line. The College needs to be seen as more relevant to everyday policing.
- College staff, given to the nebulous nature of the network of the College, do not always seem to have a cohesive sense of belonging. Mike Cunningham acknowledged that staff do want more clarity.

The Chair thanked Mike Cunningham for his overview and thoughts.

## 18 COLLEGE OF POLICING UPDATE

Rachel Tuffin provided an update on College business and highlighted four areas:

Response to the PEQF discussion. The College would prepare a formal response to the letter from the Chair following discussions at the October 2017 Council.

- The College is developing a consultation for senior qualifications. It will include building on existing experience, the proposal to incentivise rather than mandate the qualification and accrediting parts of the SLC and SCC. Consultation is set for April 2018. Chiefs were asked to volunteer to be involved in the development of the consultation paper.
- The initial banding was £27k per apprentice in terms of funding, this has subsequently been lowered to £21k and the College is in discussions to have this reverted to £27k. The issue of funding in Wales is also being progressed.
- The impact of apprenticeships on attracting a diverse candidate mix will be closely monitored through the forces that are adopting the scheme early.
- To support the implementation of the apprenticeship entry route, the College has put together an implementation team and are producing guidance and a toolkit. In addition the College will offer bespoke visits to forces that are facing particular local issues.

Licence to Practise. Work is continuing on the operating model which will now reflect changes to secondary legislation rather than the primary legislation as initially proposed. There are tight timeframes from the Home Office and Chiefs were asked to volunteer to contribute to the process. The College is proposing to take a more central role in the accreditation and registration process than originally planned.

Disclosure. Training is available on the College MLE in the form of a video briefing on disclosure (which would be useful if forces when planning refresher training). In addition the training on 'Investigation for a Fair Trial' has been refreshed to include emerging issues on relevance.

Diversity. Work with consultants on recruitment portals and attraction is near completion. A virtual meeting room platform is in development where members of the public can go to ask

questions and seek information about careers in policing. Funding is being sought to support this.

Chiefs expressed concern about the banding for apprenticeships in terms of affordability.

**Action:** Workforce coordination committee to prepare a combined response on the banding for apprentices.

## **19 NATIONAL POLICING DIVERSITY STRATEGY & WORKFORCE PLAN**

Gareth Wilson the NPCC lead for EDHR explained that after a competitive tendering process the National Centre for Social Research would develop the NPCC Diversity Strategy. They have commenced this task and this will be presented to Chiefs' Council in April. He explained that as part of this action a consultation process will take place and it is important that Chiefs ensure their forces are engaged with the process.

Gareth Wilson said he attended an informative follow-up meeting on the Race Disparity Audit led by the Ministry of Justice on the 18th of January. He can now confirm that there will be the Joint NPCC/APCC Diversity and Inclusion Conference on the 22<sup>nd</sup> of November and asked that Chiefs send representation from their forces. He also explained there have been challenging discussions around race being considered a priority at the conference over other protected characteristics. He confirmed that he is working with all relevant groups and, although there will be a heavier emphasis on race, the broader diversity issues will be covered through the event.

Ian Hopkins said that the paper submitted was a first draft of the workforce plan and asked for feedback from Chiefs. He explained that the workforce plan is currently out for consultation and this will include staff networks and the Federation. There was positive interest from the Home Office and the feedback they gave was around how the strategy and workforce plan could consistently drive performance across all police forces.

The main issue identified is how police forces can use their data to support the required improvements.

## **20 PAY AND CONDITIONS (closed)**

## **21 NPCC FINANCE UPDATE (closed)**

## 22 BUDGETS

The Chair presented the budgets for 2018/19 for the agreement of Council:

- NPCC Budget and Funding – Chief constables noted the continued level of funding contributions from the Parties and approved the central Budget Plans for 2018/19.
- ACRO Budget – Chief Constables agreed the contribution of £1,825,000 to pay for the services of ACRO in 2018/19. It was noted that contributions for 2019/20 were still budgeted at £2,825,000 since the implications of Brexit were not yet fully understood.
- National Police FOI/DP Central Referral Unit continued funding – Chief constables endorse the recommendation of £372,000 in 2018/19 and 2019/20.
- NPoCC Budget and Funding - Chief constables noted the level of funding contributions from the Parties and approved the Budget Plan for 2018/19.
- National Wildlife Crime Unit – Chief constables endorsed the continued funding contribution to the National Wildlife Crime Unit of £145,000 for 2018/19 as agreed in January 2017.

## 23 ANY OTHER BUSINESS

A Police Memorial Paper funding paper was presented to Chiefs. Whilst it was acknowledged that discussions should continue on a future, more sustainable model, interim support is needed to allow the National Police Memorial Day (NPMD) charity to continue to meet its current responsibilities and its engagement with the service. Accordingly the paper proposed the transition period is supported through equal contributions by each force for a three-year period.

Chiefs agreed the interim contribution for one years and it was confirmed that a business case for the longer term future of and arrangements for police memorial will be developed within the timeframe and brought forward for approval.

The Chair encouraged all Chiefs to seek volunteers from their forces to apply for the national NPCC lead portfolio positions that are vacant within the coordination committees and referred to the current list published on ChiefsNet.

The next Chief Officer Day would take place on the 14 March at the Emmanuel Centre in London and encouraged Chiefs to put forward any suggestions for session topics they would like to see on the agenda to Richard Hampson for collating.

The Chair informed Council that this would be Debbie Simpson's last meeting at Council and thanked her for support and contribution to policing and the work nationally on Forensics within the Crime Operations Coordination Committee. All Chiefs wished her well for her future role.

The Chair confirmed the October meeting of Council would take place in Wales and would send more information to Chiefs once arrangements had been made.

**DATE OF NEXT MEETING**

The next meeting will be held on 18-19 April 2018.